







Tool Area	Goal	Measure	Strengths of the workforce and home visiting program/system	Areas for further attention for the workforce and home visiting program/ system	Initial ideas for addressing areas for attention
 Workforce Expectations	<p>Goal 1: The program clearly describes what home visiting personnel can expect in their roles.</p> <p>Goal 2: The program has clearly defined competencies and standards, which are used to inform training and professional development, and monitoring and mentoring processes.</p> <p>Goal 3: The program has comprehensive processes in place to recruit and hire qualified candidates.</p>	<p>Measure 1: The program has clear job descriptions for home visitors and supervisors.</p> <p>Measure 1: The program clearly outlines competencies and standards for home visiting personnel.</p> <p>Measure 2: Competences and standards are closely aligned with training and professional development, monitoring and mentoring, and licensing and certification processes.</p> <p>Measure 1: The program employs qualified candidates to work as home visitors and supervisors that reflect relevance to its community.</p> <p>Measure 2: The program has measures in place to assess the fit of prospective home visiting personnel for work within the program.</p>			
	<p>Goal 1: Home visitors have curricula that support them to carry out their work.</p> <p>Goal 2: Home visitors have materials and manipulatives that help them carry out their work.</p> <p>Goal 3: Home visitors have tools and resources to conduct screenings and assessments and ensure appropriate follow-up.</p>	<p>Measure 1: The program provides home visitors with guidance on how to carry out home visits.</p> <p>Measure 1: The program provides home visitors with materials and manipulatives with which to carry out home visits.</p> <p>Measure 2: Home visitors receive guidance on how to support families in using the materials and other resources provided.</p> <p>Measure 1: The program provides home visitors with screening and assessment tools that pertain to child and family well-being.</p>			
	 Curricula, Materials & Resources				

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 <p>Training, Supervision, and Career Development</p>	<p>Goal 1: Home Visitors have adequate opportunities prior to entry to develop the skills and knowledge needed to support families.</p>	<p>Measure 1: Pre-service training is widely available and accessible.</p> <p>Measure 2: Pre-service training adequately focuses on the knowledge and skills most relevant for the day to day roles of home visitors, utilizing adult learning principles to maximize transfer of skills and knowledge.</p>			
	<p>Goal 2: Home Visitors have adequate opportunities while in their roles to develop the skills and knowledge needed to support families and grow their careers.</p>	<p>Measure 1: In-service training is widely available and accessible, and adequately focuses on the knowledge and skills most relevant for the day to day roles of home visitors.</p> <p>Measure 2: Home visitors receive regular and relevant professional support from trained supervisors.</p> <p>Measure 3: Home visitors have appropriate opportunities and incentives for career development and advancement.</p>			
	<p>Goal 3: Supervisors have adequate opportunities to develop the skills and knowledge needed to support home visitors and, families, and grow their careers.</p>	<p>Measure 1: Supervisors have sufficient opportunities to gain knowledge and skills to support their work with home visitors.</p> <p>Measure 2: Supervisors receive regular and relevant support from program leaders.</p> <p>Measure 3: Supervisors have appropriate opportunities and incentives for career development and advancement.</p>			

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 <p>Workforce Conditions</p>	<p>Goal 1: Home visiting personnel are adequately compensated and receive incentives that increase their job satisfaction.</p>	<p>Measure 1: Home visiting personnel have job security.</p> <p>Measure 2: Home visiting personnel receive competitive pay and benefits.</p> <p>Measure 3: There are opportunities for home visiting personnel to receive recognition for their work.</p> <p>Measure 4: There are opportunities for unpaid/volunteers to receive recognition for their work.</p> <p>Measure 5: There is a strategy in place to address worker turnover.</p>			
	<p>Goal 2: Home visitors are efficiently able to manage their workloads and minimize their stress levels.</p>	<p>Measure 1: Home visitors are efficiently able to manage their workloads and minimize their stress levels.</p> <p>Measure 2: Supervisors are efficiently able to manage their workloads as well as the workloads of their supervisees and assist them with reducing stress.</p>			
	<p>Goal 3: The program promotes a supportive and collaborative organizational culture that prioritizes the safety of home visitors.</p>	<p>Measure 1: The program promotes an organizational culture that encourages constructive feedback.</p> <p>Measure 2: The program values community safety and takes measures to ensure the safety of its home visiting personnel.</p>			

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<p style="text-align: center;">Program Design</p>	<p>Goal 1: The home visiting program has a clear focus in terms of which children and families to serve and disseminates information on the program to targeted groups for enrollment.</p>	<p>Measure 1: The program has a clear target population of children and families to reach.</p>			
		<p>Measure 2: The program uses a variety of methods to inform and enroll target families into the program.</p>			
	<p>Goal 2: The program has a theory of change that clearly defines the outcomes of the program and mechanisms for achieving these outcomes.</p>	<p>Measure 1: The program has a theory of change that defines the program's intended outcomes.</p>			
		<p>Measure 2: The program has clearly defined mechanisms (services and activities) for achieving its outcomes.</p>			
	<p>Goal 3: The program's content and dosage are appropriately designed to achieve the intended outcomes.</p>	<p>Measure 1: The program covers topics relevant for supporting child and family well-being.</p>			
		<p>Measure 2: Multiple strategies are utilized to support child and family well-being.</p>			
	<p>Measure 3: The program is designed to engage with families over an extended period of time and with sufficient frequency to develop supportive relationships.</p>				
	<p>Measure 4: Home visitors can substantively engage with families during visits.</p>				

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 <p>Enabling Environment</p>	<p>Goal 1: Responsibilities for program services are clear across sectors and levels of government and have buy-in from relevant actors.</p>	<p>Measure 1: There is clarity in roles and responsibilities and effective coordination for program planning and implementation across different sectors, levels of government, and non-government agencies.</p> <p>Measure 2: There is wide support and buy-in for the program.</p>			
	<p>Goal 2: The program has stable and adequate funding to support implementation of home visiting services.</p>	<p>Measure 1: There are stable sources of funding at various levels of government.</p> <p>Measure 2: Program budgets reflect service needs.</p> <p>Measure 3: Program leaders (at government or non-government agencies) have the tools and resources needed to align the budget with the program's goals.</p> <p>Measure 4: Program funds are used for their intended purpose.</p>			
	<p>Goal 3: The program effectively supports referrals to other relevant government and non-government services.</p>	<p>Measure 1: The program makes effective referrals at the service delivery level.</p>			

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 <p>Monitoring & Quality Assurance</p>	<p>Goal 1: There is a monitoring and quality assurance system with clear standards and data collection procedures.</p>	<p>Measure 1: The purpose of monitoring quality and types of data to collect are clear.</p> <p>Measure 2: Well defined program quality standards are in place.</p> <p>Measure 3: There are procedures in place to ensure the quality and efficiency of monitoring practices.</p>			
	<p>Goal 2: There is sufficient capacity to implement the monitoring and quality assurance system.</p>	<p>Measure 1: There is policy guidance regarding roles and responsibilities for monitoring and quality assurance.</p> <p>Measure 2: Relevant personnel involved in monitoring and quality assurance have the requisite expertise and skills.</p>			
	<p>Goal 3: Results of the monitoring and quality assurance system are used to guide personnel support and professional development along with human resource planning.</p>	<p>Measure 1: Data on the quality of the home visiting program are used to guide program improvement.</p> <p>Measure 2: Monitoring data are used to support home visitors and their professional development.</p> <p>Measure 3: Data from the monitoring and quality assurance system are used to inform human resource planning.</p>			